

*1 ABM R. J. ...
Assignment -*

28 NOV 1979

To shallow treatment

MEMORANDUM FOR: Director of Personnel

FROM : Don I. Wortman
Deputy Director for Administration

SUBJECT : NAPA Project Group Report

As previously requested, my comments regarding recommendations I through AA of the NAPA Project Group are set forth below. Overall, I am in agreement with the Group's recommendations with the following exceptions. My comments on these items are keyed to the Report tabs.

Tab I

I concur with each of these recommendations. I would like to expand Recommendation D to include a provision that the Task Force also look into ways and means of making the CTP more useful to the entire Agency without endangering its primary DO thrust.

Tab J

*Variation -
Dir/Personnel*

I am in agreement with Recommendations A, D, E, F, G, H, and I. However, I am in total disagreement with B and C. Preparation of the report required in this recommendation would be an extremely burdensome task consuming enormous amounts of manpower and with no beneficial effort. If the positions are to be filled internally, there is no purpose for individuals to apply. If an individual is seriously considering changing career sub-groups, then there are already a number of ways in which this interest may be pursued.

DISCUSS Tab N COMPETITIVE EVALUATION ☐

These recommendations appear to be predicated on the concept that there is a precise, measurable means of determining who is or is not a "journeyman" when, in fact, there is no such means for many DDA careerists.

Current Supervisor may person who like in security

The journeyman concept has historically been applied to trade or craft occupations where measurable technical plateaus are present. In this directorate, certain employees in the Offices of Communications, Logistics, and Data Processing would fall into these technical or trade occupational categories. However, most careerists in the other offices are not in such narrow specialties; instead, they are generalists by definition. For these individuals, there is no single measurable way to determine skill level for promotion. This is when the competitive evaluation process, where factors in addition to skill level achieved are considered, is of considerable value.

DISCUSS Tab O

I concur in recommendation A. However, there appears to be an inconsistency between A and B. If the career Sub-group Head does, in fact, have the authority to approve promotions, then why should the Deputy Director have to "approve exceptions," made by the Sub-group Head, to the Panel's recommendations. In lieu of recommendation B, I suggest that "Heads of Career Sub-groups or Services will approve promotions based on the recommendations of the advisory panels. Any exceptions to the panel recommendations must be fully documented and returned to the appropriate panel for its information."

OK

Tab P

I concur with recommendations A and D; however, I believe the NAPA Group overlooked another function of the Panels and, accordingly, failed to perceive the various purposes served by the assignment of descriptors. In fact, the assignment of descriptors forces the panels to look at each careerist annually; to evaluate how well he is doing; his readiness or ability to accept greater responsibilities; his weaknesses; and his standing in relation to his peers. This process thus provides the basis for career counseling for the careerist who wants to know where he stands. Such information could not be provided by the individual's supervisor who would not know how well (or poorly) the careerist's peers in another section or branch were doing.

In addition, it is also a function of the panel to identify low performers as well as those with strong potential. The use of descriptors is the means to accomplish this function.

Accordingly, I recommend that recommendation B be amended to reflect the third function of a panel, i.e. to identify weak performers. I further recommend that recommendation C be disapproved. If confusion exists regarding the various categories, then I suggest that the descriptor definitions be revised as appropriate.

DT 50055
Tab U

I do not concur with these recommendations. I believe that identification of the lower 3 percent forces management to look at problem cases and to take either remedial or other actions as appropriate. However, instead of using a flat numerical basis of 3 percent, I believe the rule should apply to "low performers", i.e. those ranked LP or SS. As Head of a Career Service, I am concerned with problem cases in my directorate and want to ensure that such cases are identified and that appropriate action is taken.

low 3% and low performers are not same as inadequate performers

Tab X

Ellin found this to require

I do not believe that I can comment on these recommendations as stated. The issues addressed and the terminology used are too vague and imprecise. However, the bottom line in judging the effectiveness of an office's personnel management program is its ability to perform its mission--having the right person in the right place at the right time. The judgment required to determine this is thus based on the effectiveness of its personnel and how well they perform their duties.

Tab Y

I concur with this recommendation. However, to be meaningful, considerable effort must be taken in advance to clarify previously what is a "personnel cost."

15 C.D. May
Don I. Wortman

Designates -

need to be clear

that we are talking separately about potential

DCI VIEWS ON PERSONNEL MANAGEMENT ISSUES

1. Function of OP

- Centralized planning necessary:
 - to give Director control over one of key elements of any organization--personnel policies
 - to take advantage of Agency-wide opportunities, e.g.,
 - to fill valleys from humps; to consolidate and economize by good planning
 - to look ahead and anticipate personnel needs over the long run
 - to avoid problems of recent past:
 - Humps and valleys
 - NFAC failure to hire up to ceilings
 - stagnation in communicators and secretaries
- Centralized provision of planning services will relieve Directorate managers of activities not vital to the execution of good leadership at the individual level
 - Only centralized planning can allocate personnel shortages equitably between Directorates

2. Use of promotion panels

- Encourages broader outlook when promotion source extends past immediate environment

- Forces supervisors to be leaders because cannot control subordinates simply by use of promotions
- Employees will feel greater equitability, less arbitrariness
- Forces better use of fitness report
- Easily understood by employees, especially if:
 - a) Few panels
 - b) Limited exceptions at DDCI level
 - c) Annual
- Better allowance for "out of sight, out of contention" syndrome--especially if only few panels and hence candidates are not personally supervised by panel members, i.e., many candidates are normally out of sight of panel members
- Encourages innovative, maverick thinkers who can be suppressed more readily by a supervisor who has life and death, promotion, control over individual

3. Rotational Assignments

- Lifts individual's horizons toward Agency goals
- Exposes managers to variety of leadership/management techniques
- Develops inter-directorate teamwork
- Develops a group of potential top managers available to all Directorates
- Will encourage innovation

4. Role of Career Service Chiefs

- Not to be denigrated in essential areas

a) Role of OP

- Good predictive personnel management techniques are too expensive for Directorate use. DDs benefit from OP assuming responsibility for arranging recruiting, promotion, release flow
 - DDs will have a voice through Ex Comm review of APP/PDP
- Career Services will benefit from Agency-wide view of personnel issues through OP, e.g., valleys can be filled from within

b) Promotion Panels

- Will encourage more of a Directorate-wide outlook
- Will encourage true leadership by supervisors
- Will give employees greater sense of equitability
- Will encourage mavericks, iconoclasts

c) Inter-directorate Rotation

- Will encourage a clear delineation of specialists, because will be exempt
- Will encourage planning and grooming of top people
- Will broaden horizons and bring to Directorate new ideas

Tab L

Regarding recommendation (c), I believe the use of Agency-wide vacancy notices for all GS-08 and above positions would be an excellent plan. However, I question the caveat "that a career service may not declare a secretarial/clerical job vacant when it has an unassigned qualified employee of equivalent grade." Instead, I would suggest that "may not" be changed to read "need not." The NAPA Group wording implies that the unassigned qualified employee must be assigned to the vacant position. This is not always practicable or desireable. The use of the words "need not" would allow the career service to take whichever action they believe proper.

*Return to JDA*Overall Objectives in Personnel Management

1. Right numbers and quality of people to do the job
2. Reasonable Career Opportunity (RCO)
3. Further unify Agency

Objective #1 - Numbers and QualityAssumptions

1. Youth today demand greater involvement in making management decisions and in their own careers; expectations high

2. Dangerous signs already evident -

? Quality today is very high?

→ *? Quality of recruits — systematic way*
 Unwillingness to go overseas

3. Problems of imbalance exist already —

e.g., massive retirements will leave large gaps

Solutions

1. Improved - shortened - recruiting process

a. Each career service must have one decision point

b. OP must have authority to hire and detail

if quotas being missed.

For CT's problem

2. Personnel planning and counseling must be frequent and

explicit. Individual needs to know what he can

realistically expect to achieve

BS - If he doesn't know already, nothing we can say will help

Better career patterns.

7's, 9's

11's

? Annual? Monthly? Daily?

OST? What is it?

3. Career management that considers the needs of the
· individual - *what about the organizations needs ??*

CIA is in a class all its own (among Fed agencies) in this area - this is true in Civil Service but not in CIA. Also - if he believes this, why is he so hot on the vacancy notice system?

→ Less reliance on self-management of careers

Deliberate grooming of several candidates for *POP*
each supervisory position; to include special challenge assignments and accelerated promotions

4. Intensive leadership and personnel management training —

5. Centralized control of personnel *planning* management —

ID humps and valleys

Intake every year

Need for transfers/RIFs from congested areas

Need for rotational assignments for:

Broadening of managers

Prevent stultification

6. ~~Downgrading of positions in order to offer younger~~

~~officers meaningful challenges earlier~~

7. Reduce *non-security* recruiting processing time by one-half *more action*

8. Less reliance for recruiting on professional recruiters

more outreach in recruiting. AFIO?

Send professionals along

Objective #2 - Career Opportunity

Assumptions

1. Serious problems of disincentives to Gov't service today
means we must create incentives for keeping better people -
[at expense of poorer people if necessary]
2. Career opportunities widely divergent within Agency

Solutions

1. Uniform promotion system

- a. Panels *get number down.*
- b. Same panel structure - few - throughout Agency
- c. Published promotion minimums by beginning of FY
- d. Published promotion results - *look at again*
- e. Published dates of panels - *being done.*
- f. Letters of instruction to panels - *consistency?*

2. Publication of a personnel handbook that explains overall

Agency personnel procedures and opportunities.

Run Career service handbooks *to insure* with ~~meaningful~~ descriptions of promotion requirements. *are meaningful dialogue in*

3. Arrange for clearly defined specialist corps in each career service - *EC dialogue. 7 yrs in agency. Becomes case of*

when you are insecure. 4. ~~Reduce personnel staffing by 25% - 6~~

5. Define tenure policy in each career service

Objective #3 - One Agency

Assumptions

- 1. Lot of progress; more to go
- 2. In era of short resources, maximum cooperation needed

Solutions

1. Rotational assignments to qualify for supergrade

ATI non-specialists -- one 1 1/2 year tour

outside career service

Rotational assignments among DDA sub groups are of equal value to an individual's assignment.

Next years, if have not done so, next
assignment will be outside career service
After three years must have commenced such
assignment

2. Agency-wide vacancy advertising

OP determine if not warranted

3. Supergrade promotions all within SIS

On Agency-wide basis

Under DCI direction

Panels for GS-16s

ExComm rankings to DCI for GS-17s and 18s

*complaints still
continue*

*where do complaints
come from.
Mid Career.*

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO.

DATE

4 Dec 79

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

Mr. Wortman

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

Thanks for
letting me read -
Very interesting -



STAT